

Washington Scene



NC Region

August 18, 2004

Servicing Our Army at War - Relevant and Ready

Overview

- ❖ Civilians and the Army
- ❖ Military to Civilian Conversion
- ❖ Senior Army Workforce
- ❖ National Security Personnel System
- ❖ Fill Time Trends & Customer Satisfaction

Civilians Supporting the Army

NAF - 29,329

Civil Works - 24,973

AF Military Function

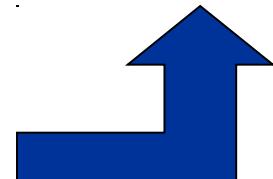
US Direct Hire 203,680*

FN Direct Hire 8,210

FN Indirect Hire 18,458

Total 230,348

Forward Stationed:
40,097



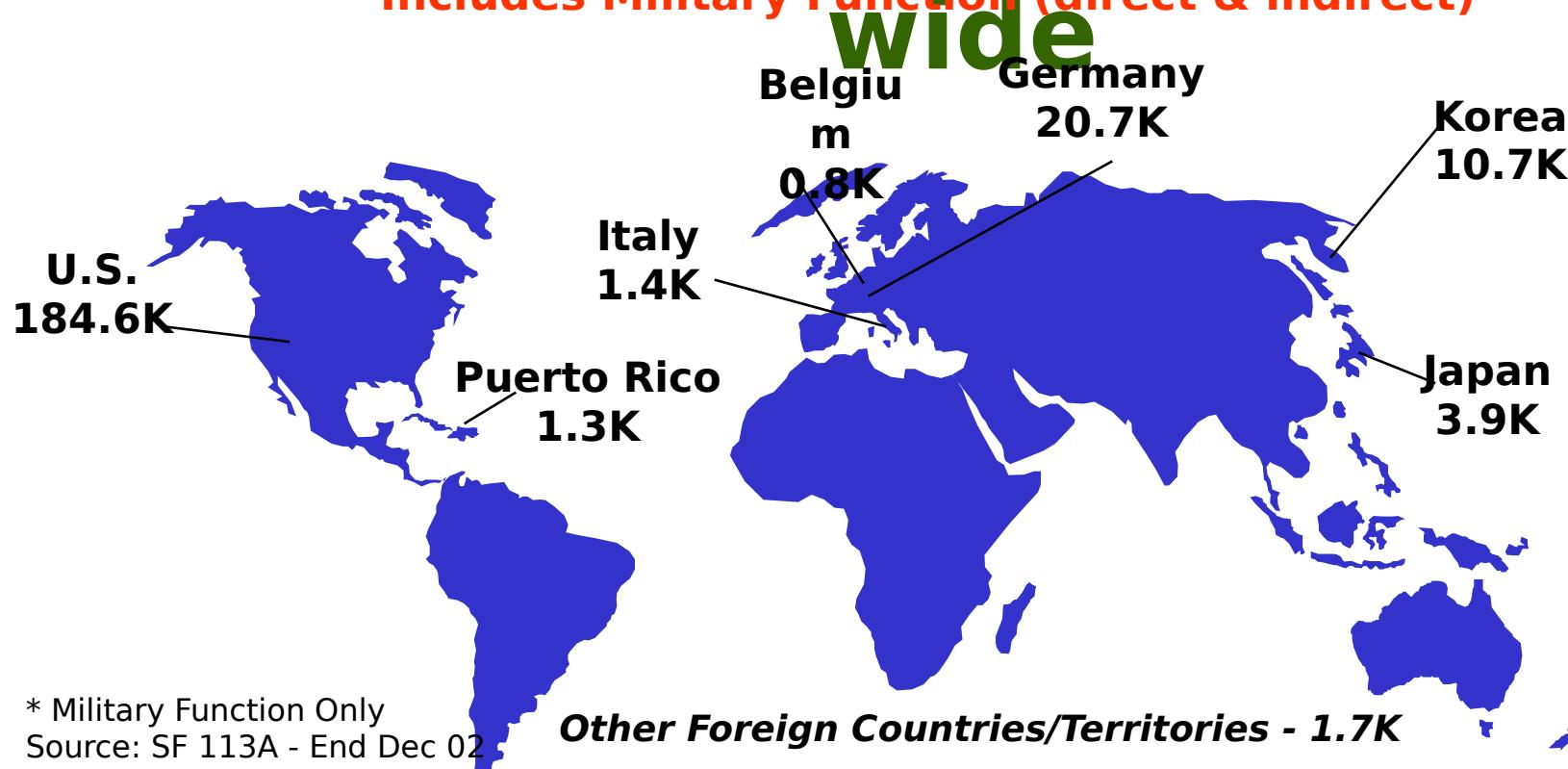
Contractor - 231,000

Source: SF 113a - End June 04

*Includes 23,052 NGTs

Civilian Strength Worldwide

Includes Military Function (direct & indirect)



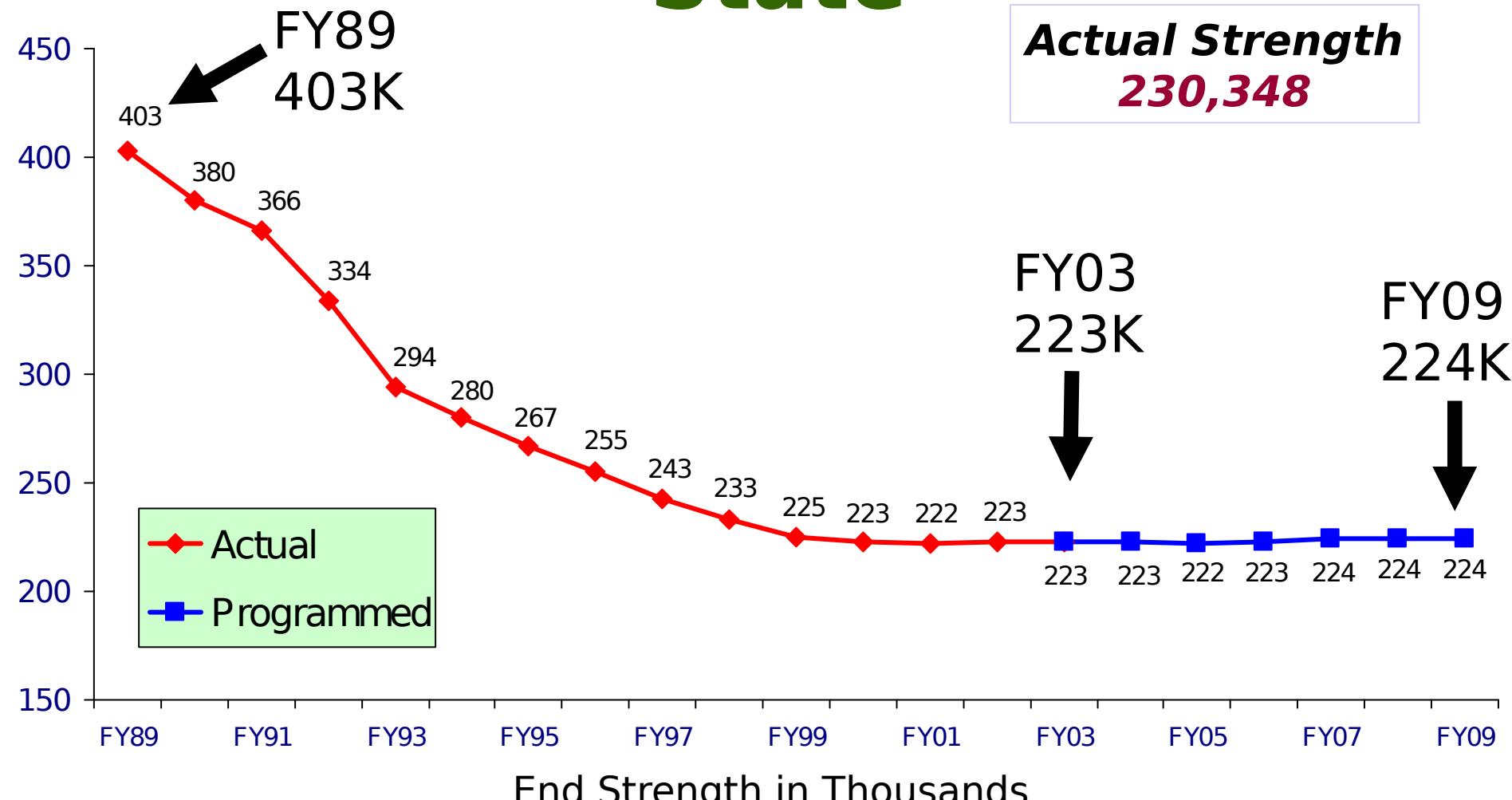
* Military Function Only
Source: SF 113A - End Dec 02

Workforce Demographics

Administrative - 28%	Professional - 23%	Blue-Collar - 17%	Technical - 17%	Clerical - 11%	Other - 4%
Management Analysis Logistics Management Budget Analysis	Civil Engineering Contracting General Engineering	Heavy Mobile Equip Mech Electronics Mechanic Maintenance Mechanic	Engineering Technician Supply Technician Education & Tng Tech	Secretary Medical Clerk Military Pers Clerk	Fire Protection Info Tech Mgmt Guard

Population: U.S. Citizen
Source: Business Objects/HQACPERS

Transitioning into a Steady State



Population: USDH, AF, FN Direct/Indirect (NCT)
Updated Jun 04
FY05-06 Pres Bud locked position

MAJOR CHANGES

- NEW, AND HARD TO FILL JOBS
- THE WAY WE BUILD LEADERS
- THE OVERALL PERSONNEL SYSTEM
- THE WAY WE REPLENISH CIV FORCE

Military to Civilian Conversion

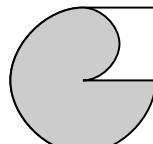
Motivations and Background

- ❖ Secretary of Defense (SECDEF) Guidance
 - Identify non-military and non-governmental positions filled by military personnel and reassign the military to jobs that require military personnel.
- ❖ Total Army Analysis (TAA) 11
 - 19 K MACOM submitted positions for conversions
 - G1 analysis reduced the 19 K to 6.5 K convertible positions
- ❖ Program Budget Decision (PBD) 712 (Summer 2003)
 - Convert 5K positions in FY04 and 5K positions in FY05
 - A-Sec Army and CSA mandated 15K conversion FY05 and FY06
- ❖ Modularity
 - Building 43 Units of Action (UAs) requires shift in force structure allowance from generating force to operating force



The SAW Mission . . .

Provide the Army with multifunctional
civilian leaders in support of the
Soldier, the Army and the Nation.



The SAW Vision . . .

High performing leaders with multiple
and integrated skill sets, capable of
transforming to a changing Army
mission, and competitive with the
nation's best.

Strategic Linkage

President's Management Agenda

DoD HR Strategic Plan

ATLDP:

1. Link individual development and HR strategies with mission, vision, goals
2. Attract & retain the right people, in the right places, at the right time
3. Use strategic workforce planning to recruit, retain, and reward
4. Focus HR community on needs of supported organizations
5. Create a more structured approach to training resource allocation
6. Merge career specialties to create a broader management system
7. Ensure HR systems facilitate readiness

SAW Components

Central Management/Selection

- ROI - Training and professional development decisions based on Army-wide interests (#1,4,7)
- Right person, right place, right time to meet Army needs (#2,7)

Training & Development

- Structured, resourced leader development (#5)

Multifunctional Career Tracks

- Broader career groupings to enable multiple & integrated skill sets (#6)

Competency-Based System

- Workforce planning driven by Army-wide goals & objectives (#1,3)

NSPS Background

- ❖ FY 04 NDAA signed in November 2003
- ❖ Grant SecDef & Director, OPM, authority to establish DoD HR System, Labor Relations and Appeals & Grievance Process
- ❖ NSPS Program Executive Office Established – April 2004
- ❖ Timelines adjusted to reflect more cautious, deliberative approach

Why NSPS?

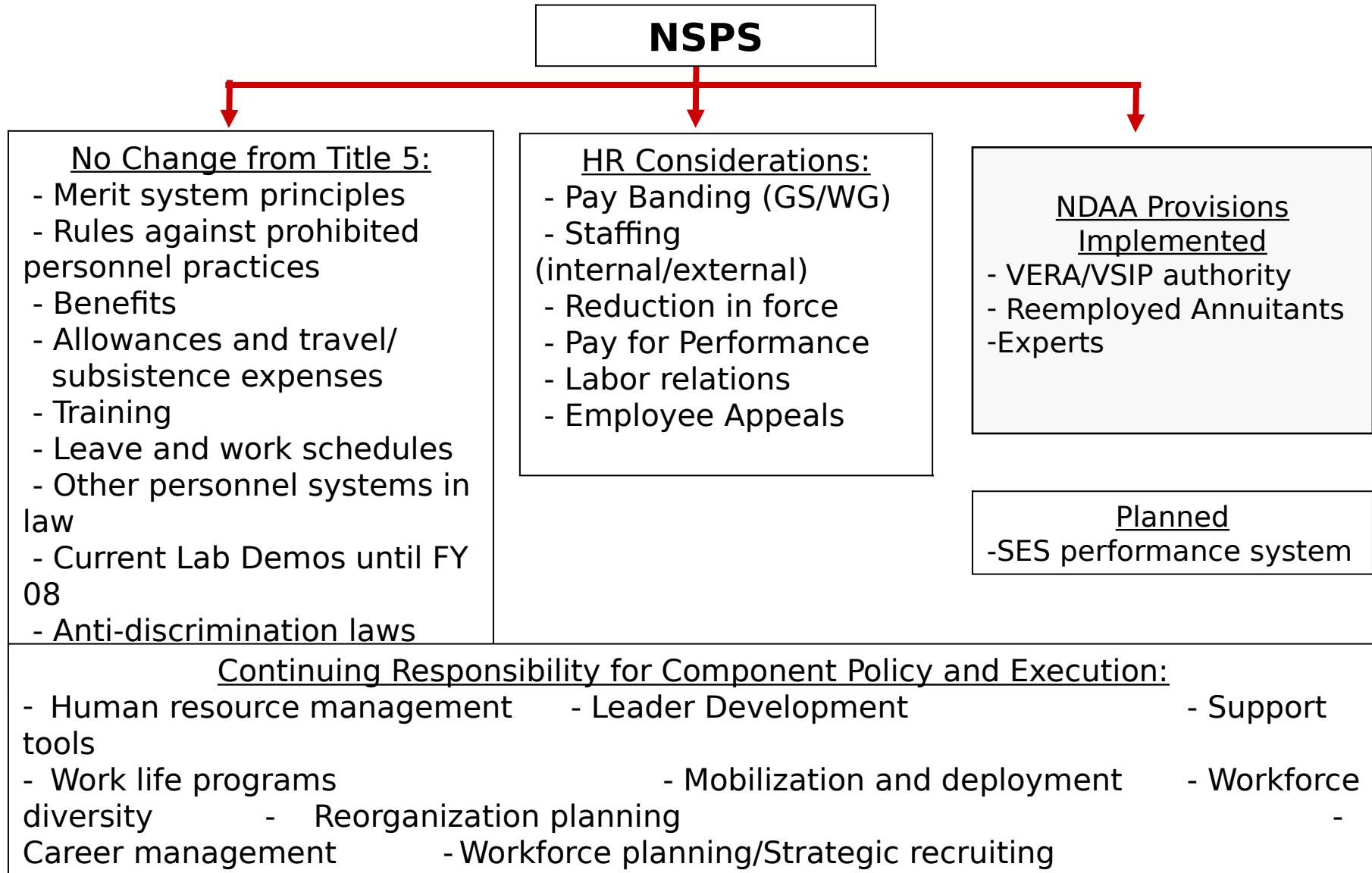
- ❖ Current system inadequate to manage DoD civilian personnel in today's environment;
 - Hiring too slow; recruiting adversely affected
 - Outstanding performers paid the same as poor performers
 - Limited flexibility to reassign
 - Limited accountability
- ❖ NSPS needs to bring about essential change while preserving the core and enduring values of the civil service

NSPS Guiding Principles

7 Principles

- ❖ Provide the compass that directs our efforts
- ❖ Translate and communicate broad requirements and priorities
- ❖ Underscore Departments purpose and intent in creating NSPS
 - Put mission first - support National Security goals and strategic objectives
 - Respect the individual; protect rights guaranteed by law
 - Value talent, performance, leadership and commitment to public service
 - Be flexible, understandable, credible, responsive, executable
 - Ensure accountability at all levels
 - Balance HR interoperability with unique mission requirements
 - Be competitive and cost effective

Big Picture



Civil Service Merit Principles

- ❖ Recruit qualified individuals from all segments of society; select and advance employees on the basis of merit after fair and open competition.
- ❖ Treat employees and applicants fairly and equitably without regard to political affiliation, race, color, religion, national origin, sex, marital status, age, or handicapping condition. Do not violate their privacy or constitutional rights.
- ❖ Provide equal pay for substantially equal work; reward excellent performance.
- ❖ Maintain high standards of integrity, conduct, and concern for the public interest.
- ❖ Use the workforce effectively and efficiently.
- ❖ Retain employees on the basis of his/her performance. Separate employees who cannot/do not improve their performance to meet required standards.
- ❖ Educate and train employees when it will result in better organizational or individual performance.
- ❖ Protect employees from arbitrary action, improper political influence, and personal favoritism.
- ❖ Protect employees from discrimination on the basis of race, color, sex, national origin, age, disability, or any other protected class.

Civil Service Prohibited Personnel

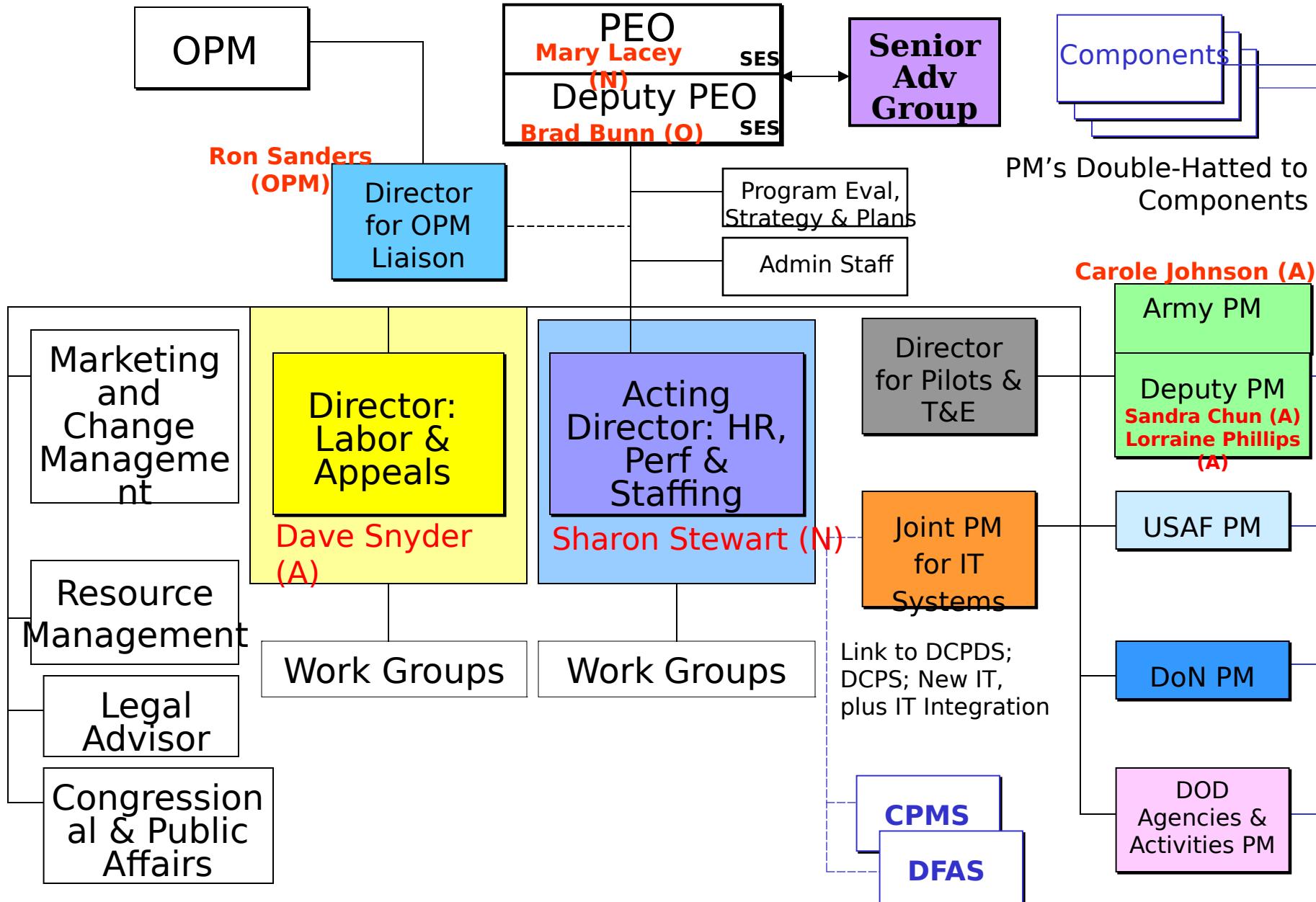
Practices

- ❖ Don't DISCRIMINATE on the basis of race, color, religion, sex, national origin, age, handicapping condition, marital status, or political affiliation.
- ❖ Don't SOLICIT OR CONSIDER employment recommendations based on factors other than personal knowledge or records of job-related abilities or characteristics.
- ❖ Don't COERCE the political activity of any person.
- ❖ Don't DECEIVE OR WILLFULLY OBSTRUCT any person's right to compete for employment.
- ❖ Don't INFLUENCE any person to withdraw from competition for any position in order to
 - improve or injure the employment prospects of any other person.
- ❖ Don't GIVE UNAUTHORIZED PREFERENCE OR ADVANTAGE to any person to improve or injure the employment prospects of any particular employee or applicant.
- ❖ Don't ENGAGE IN NEPOTISM. (I.e., as a public official, do not hire, promote or advocate
 - the hiring or promotion of relatives within your agency.)
- ❖ Don't THREATEN OR RETALIATE against employees or applicants who exercise their appeal rights or who disclose "whistleblower" information to an agency Inspector General
 - or the Special Counsel, or Executive Order - in other channels.
- ❖ Don't DISCRIMINATE based on personal conduct that is not adverse to the job performance
 - of the employee, applicant, or others.

NSPS Current Status

- ❖ PEO and Component Project Manager structure in place
- ❖ NSPS design and implementation process underway
- ❖ Involvement of key stakeholders on going
- ❖ Event driven milestones - phased implementation beginning with Spiral One in July 2005
- ❖ Criteria for Spiral One participation finalized - Component nominations being requested
- ❖ Workforce orientation & communication efforts

Functional NSPS PEO Organization



Labor Relations

- ❖ Two joint sessions with union leaders & managers held June 7, 2004 & June 29, 2004
- ❖ Mr. Abell, OSD, and Mr. Nesterczuk, OPM, co-chairs
- ❖ Senior Mediator with FMCS facilitated session
- ❖ First of a series of meetings to obtain union input in design of NSPS

NSPS Focus Groups

- ❖ Sponsored by PEO; provide a means of obtaining stakeholder input and comments about NSPS elements
- ❖ Component NSPS Program offices identified locations and organized the sessions
- ❖ Separate Focus Group sessions for:
 - Employees
 - Civilian & Military Supervisors/managers
 - HR, Legal, and EEO Staff
- ❖ Common framework used with trained facilitators leading all sessions
- ❖ Random selection methods; 35 Focus Groups were conducted by the Army in mid-July

NSPS Working Groups

- ❖ DoD components identified HR subject matter experts and line managers to serve on Working Groups
- ❖ DoD General Counsel and OPM and Office of Management and Budget are participating
- ❖ Working Groups will take input from variety of sources, e.g. town hall meetings, focus groups, union leadership meetings, alternative personnel systems & demos; NSPS statute; earlier studies and working groups
- ❖ 6 Working Groups established:
 - Compensation
 - Performance Management
 - Workforce Hiring, Assignment, Pay Administration and Shaping
 - Employee Engagement

Communications

- ❖ NSPS WebSite is one of the primary communications vehicles
- ❖ Central source of information about NSPS
- ❖ Designed to ensure employees have reliable, continuous source of information as system progresses
- ❖ “Contact Us” feature solicits comments
- ❖ We encourage all to visit site often, stay involved and interested and informed as NSPS progresses

Websites:

www.cpmss.osd.mil/nsps or

www.cpol.army.mil for

information specific to Army

The Way Ahead - Next 90 days

- ❖ NSPS Focus Groups – Analysis and input to Working Groups
- ❖ NSPS Working Groups – 27 July through 17 September
- ❖ Union meetings – sessions continue through September

Key Milestones

- ❖ Proposed regulations to be issued in Federal Register – late 2004
 - Federal Register process allows anyone to comment
 - Law prescribes official collaboration with unions following publication in Federal Register
- ❖ NSPS Spiral One – proposed for July 2005

Bottom Line

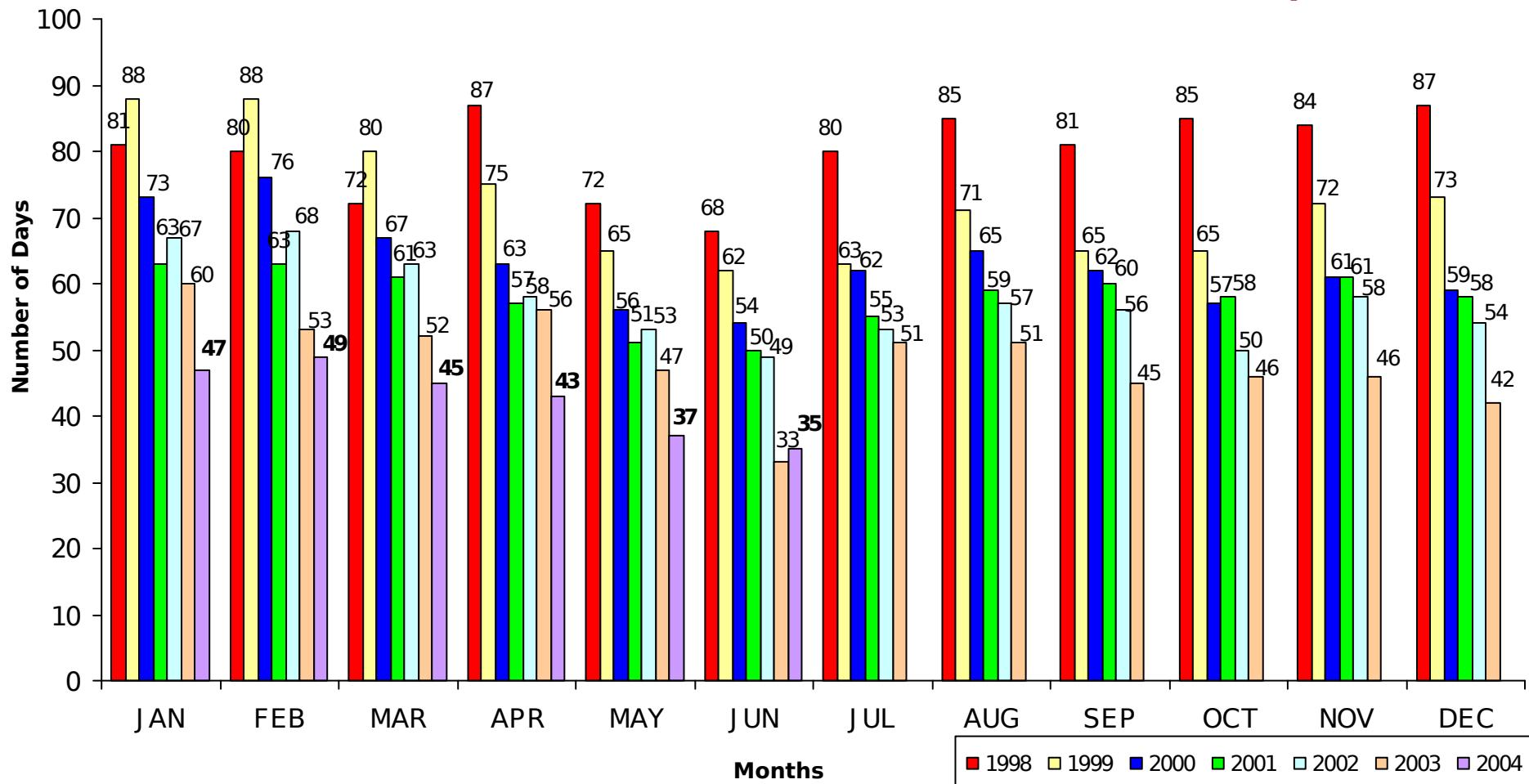
- ❖ Open and collaborative NSPS design process is underway
- ❖ In full support of National Security goals and objectives
- ❖ Numerous opportunities to become involved
- ❖ Provides historic opportunity – presents significant challenges
- ❖ We need your support – involvement!

Army-wide Trends in HR Customer Satisfaction

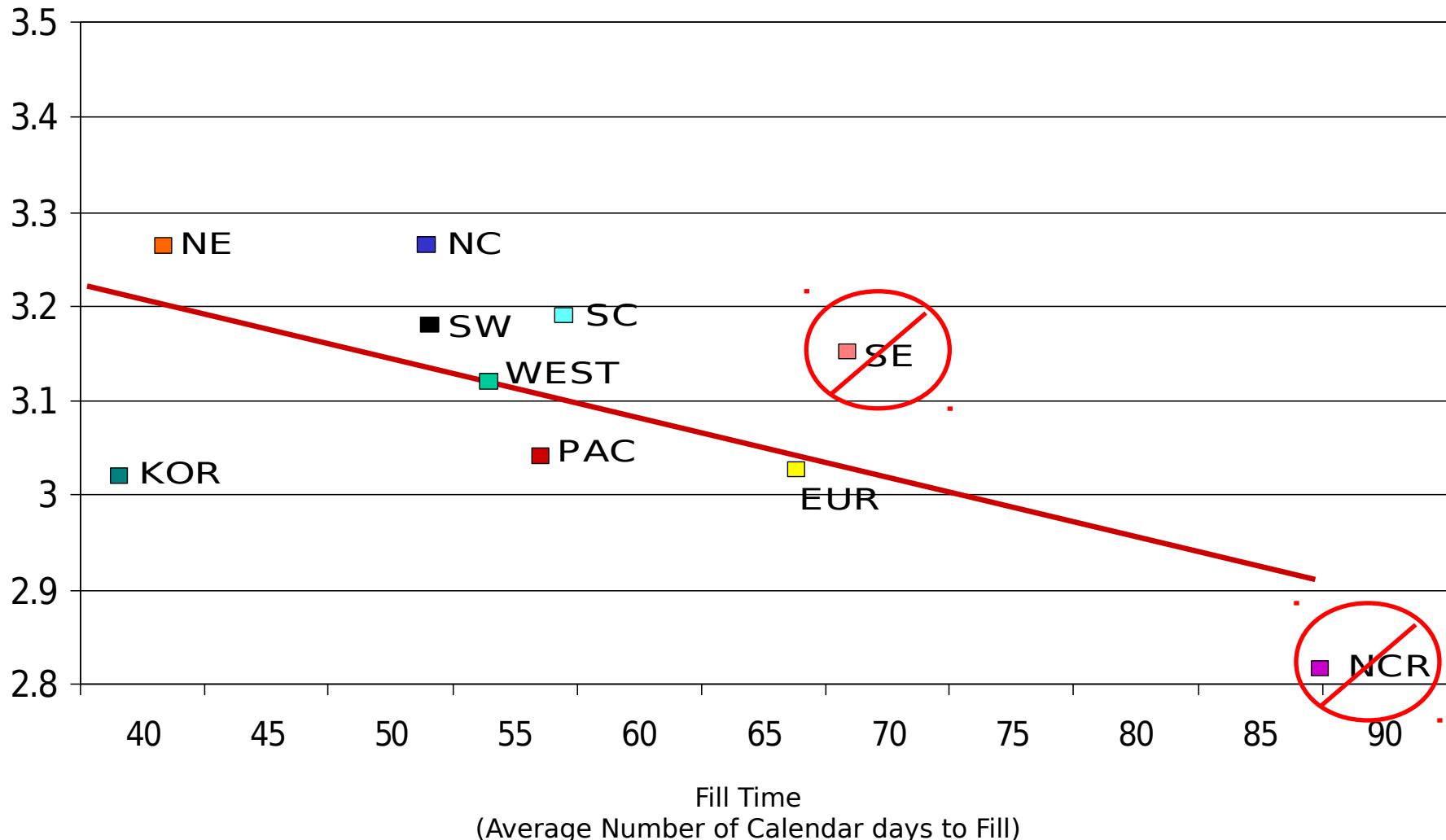


Average Days to Fill Positions

(From Date Received in Personnel to Date Offer Accepted)

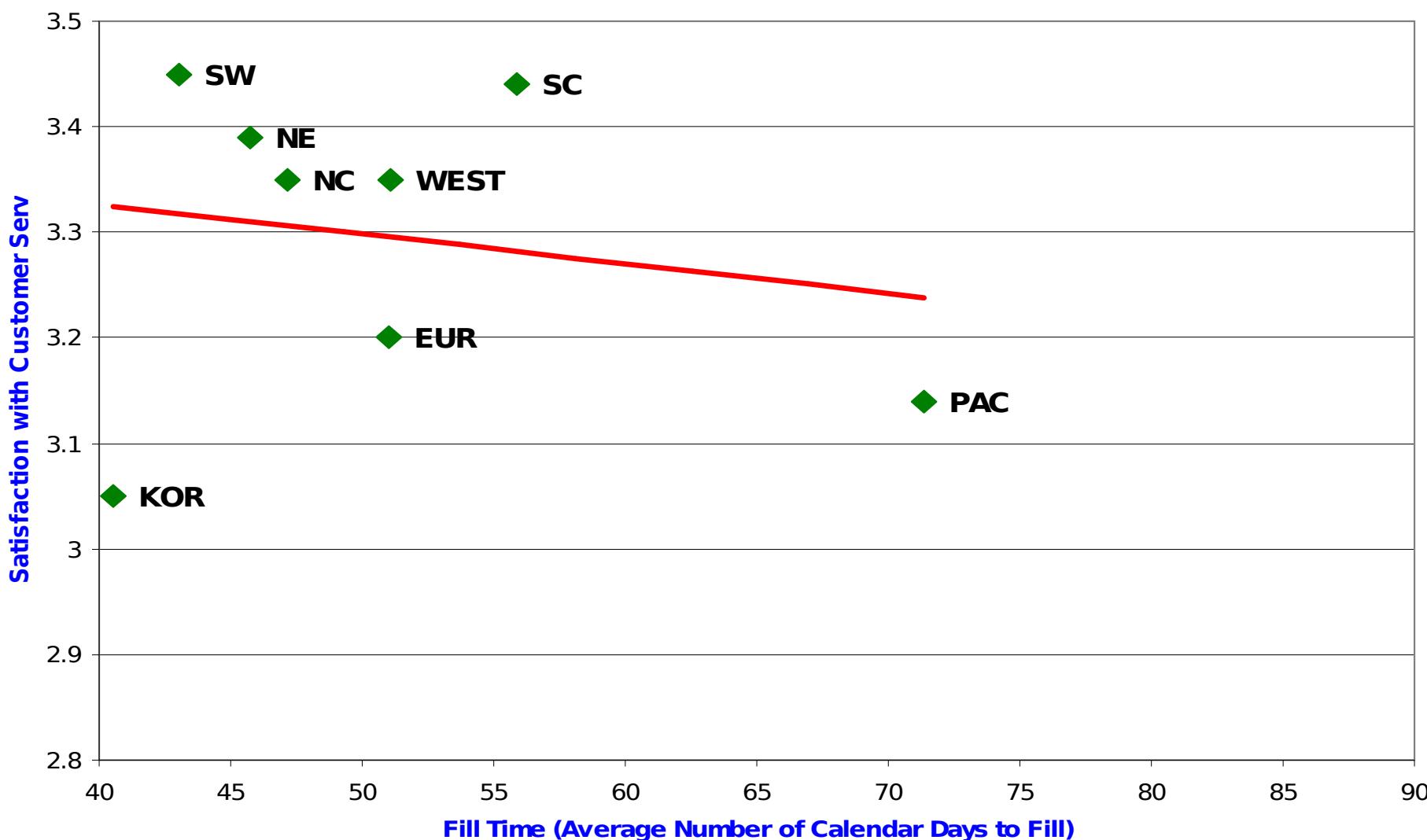


FY01 Relationship between Fill Time and Customer Satisfaction



Fill Time
(Average Number of Calendar days to Fill)

FY03 Relationship between Time and Customer Satisfaction



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MACOM Revitalization Log In

User ID:

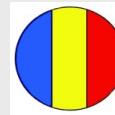
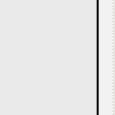
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Select Your MACOM

						
AMC	ATEC	CID	EUSA	FOAs	FORSCOM	
						
IMA	INSCOM	MDW	MEDCOM	MTMC	NETCOM	
						
OSA	TRADOC	USAREUR	USARPAC	USARSO	USASCE	USASOC

The Revitalization Plan - Contents

Sub-command level:

Changes in Strength & Median Age

Changes in Retirements & Accessions & Median Age

Projected Strength With & Without Targets

Projected Accession Needs by FY & Quarter

Installation level

Changes in Strength & Median Age

Changes in Retirements & Accessions & Median Age

Projected Accession Needs by Series by Quarter for each FY

Using Analysis/Forecasting in the HR Business

- ❖ **Purpose:** Determine the usage of analysis & forecasting based information to assist in decision making on HR processes from recruitment to separation
- ❖ **Process:**
 - **Develop the HR Guidance:**
 - ✓ Establish a working group of HR experts from MACOMs, CHRA, HQDA
 - ✓ Determine who will use the analytic/forecasting information
 - ✓ Identify what information is needed
 - ✓ Determine how the information will be used
 - ✓ Test the application of the guidance in HR regions & modify as necessary
 - ✓ Develop draft guidance on use of the analytic/forecasting information
 - ✓ Identify training requirements, who may need it, and training schedule

CHRA

CHRA ASSESSMENT SURVEY

- ❖ Developed and coordinated survey with HQDA, MACOMS and CPOCs/CPACs - Mar-Sep 2003
- ❖ Finalized and tested survey - Oct 2003- Feb 2004
- ❖ CHRA CPACs and CPOCs presented survey to Commanders - Mar 2004

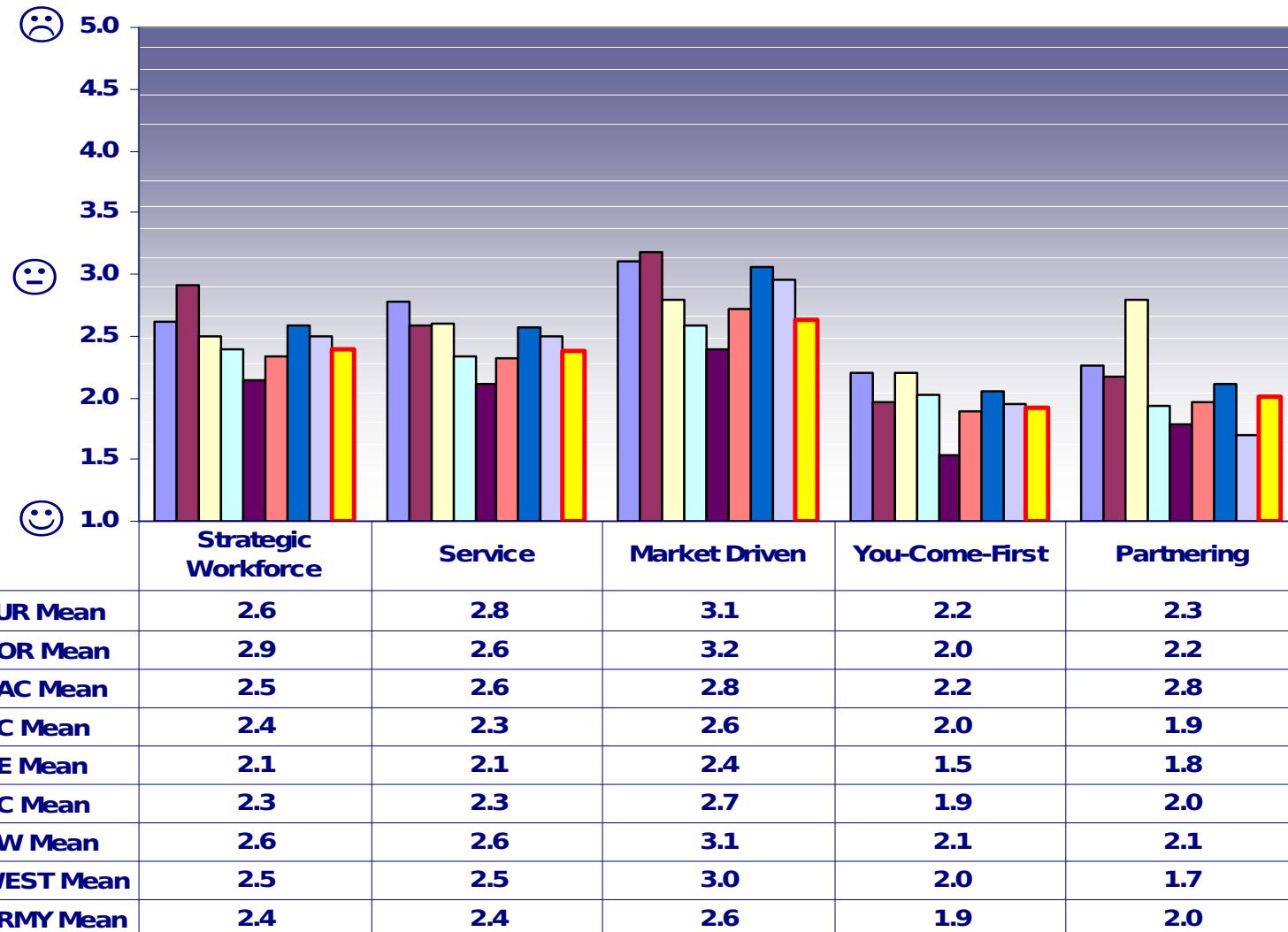
CHRA ASSESSMENT SURVEY

cont'd

- ❖ Survey completed on-line by Commanders - April 2004
- ❖ Survey results reviewed & briefed to Commanders April-May 2004
- ❖ CHRA regional plans prepared - June 2004
- ❖ Consolidated CHRA response plan for Asst G-1 for CPP - August 2004

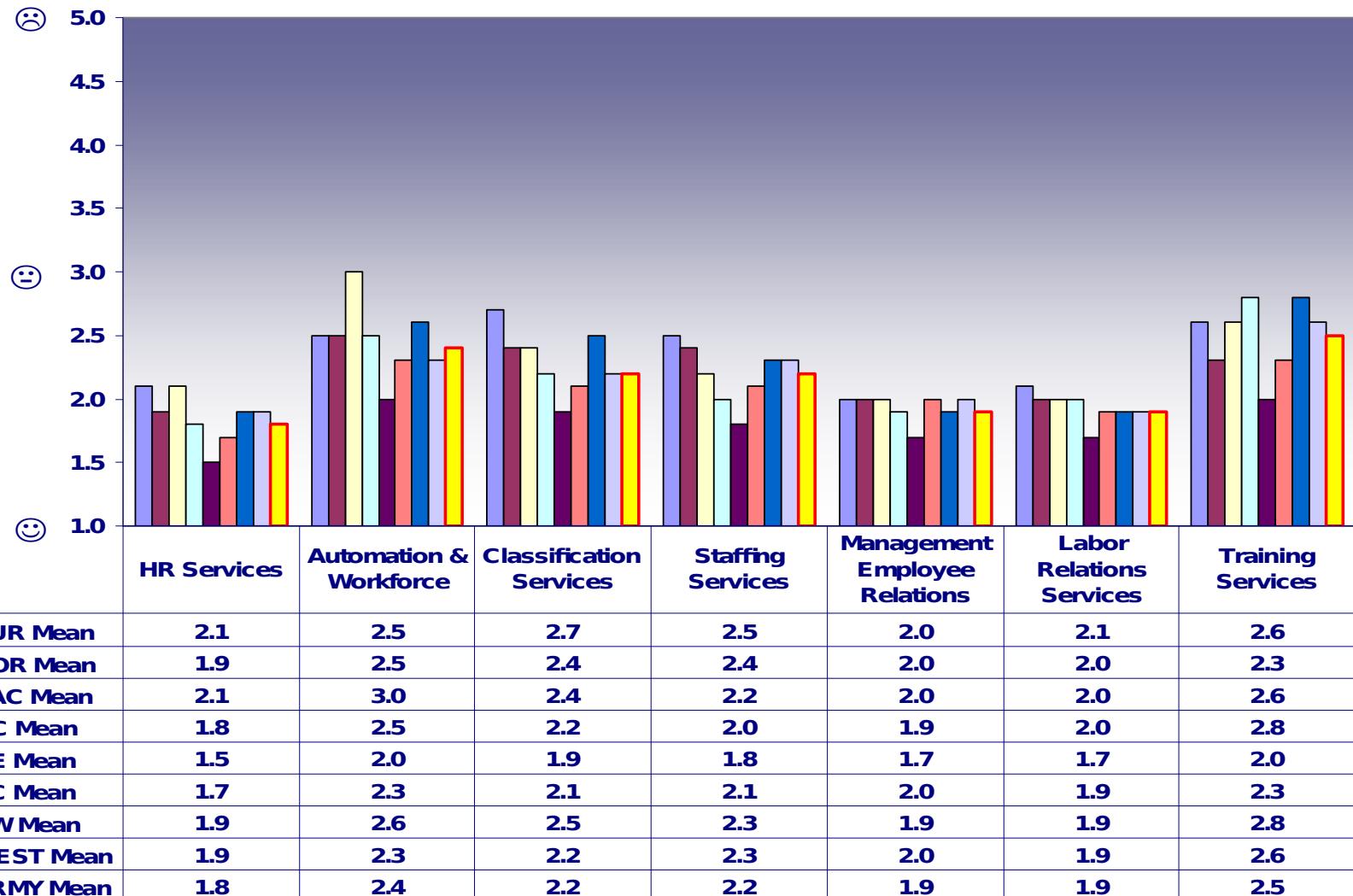
“Regions vs. Army” Comparison Chart

(Part 1: Human Resources Strategies)



“Regions vs. Army” Comparison Chart

(Part 2: CHR Products and Services)



CHRA EMPHASIS AREAS

- ❖ Improve recruitment process
- ❖ Enhance replenishment strategies
- ❖ Reinvigorate workforce development
- ❖ Prepare for NSPS
- ❖ Market new and existing tools
- ❖ Continue emphasis on pay improvement

RECRUITMENT/REPLENISHMENT ENVIRONMENT

- ❖ Aging workforce
- ❖ Consistent increase in recruitment
- ❖ Military to civilian conversions
- ❖ Support of Global War on Terrorism (GWOT)
- ❖ Competition for highly marketable skills
 - R&D - Technical (computer & engineer)
 - Medical - Security
- ❖ Constrained resource environment

EMPHASIS AREAS

- IMPROVE RECRUITMENT PROCESS
- ENHANCE REPLENISHMENT STRATEGIES

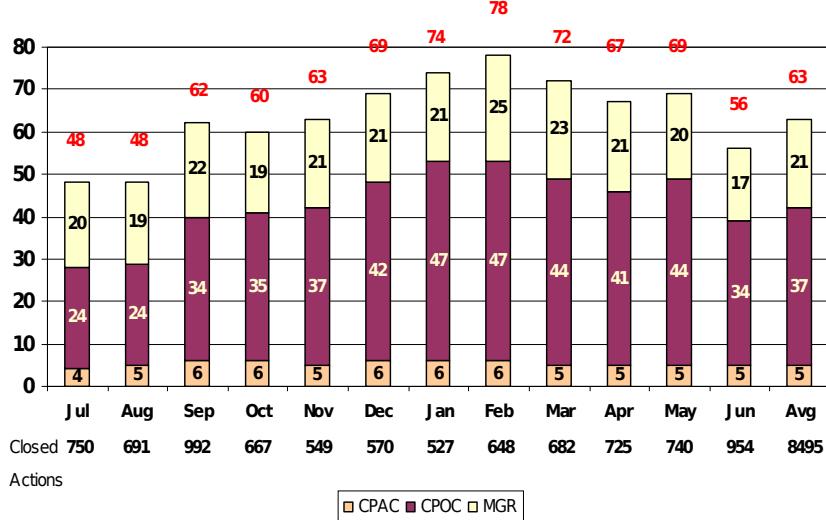
OVERALL TRENDS

PERFORMANCE

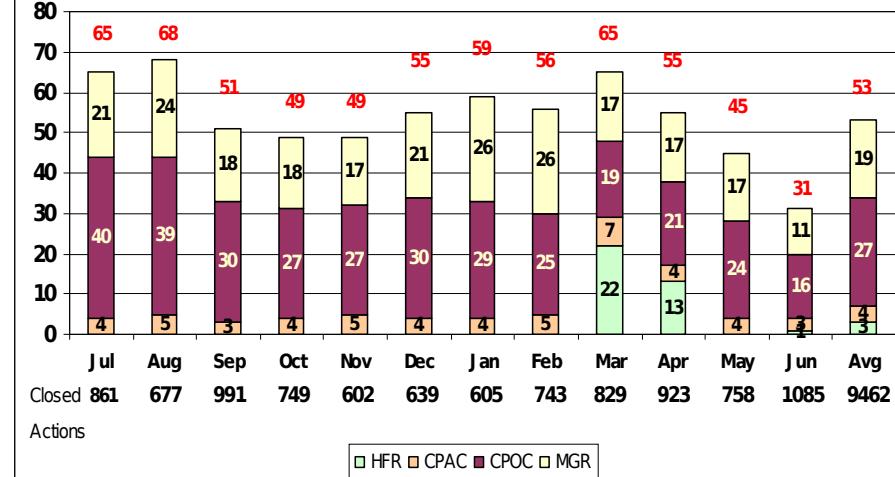
	THEN		NOW (As of Jun-04 data)	Improvement
	FY99	75 days		
Fill Time	FY99	75 days	FY04	42 days
Classification Time (Non-Routine)	FY99	20.04 days	FY04	11.7 days
Retirement Timeliness (ARMY Goal)	FY02	79%	CY04 (Jan04-Mar04)	82%
Retirement Timeliness (OPM Goal)	July-Sep-02	64%	CY04 (Jan04-Mar04)	93%
Capacity (Closed Recruit Avg Per Mth)	FY01	5158/mth	FY04	6434/mth
Aging of Inventory (Actions >90 days)	RY00	43%	RY04	18%
Average Age of Open R/F Actions	Jun-02	77 days	Jun-04	64 days
Outliers (Extreme Actions)	FY02	6.80%	FY04	6.70%
Outliers (Average Age)	Avg days	212	Avg days	167
Satisfaction w/ Retirement	Pre ABC-C	63%	Post ABC-C	75%
Customer Satisfaction - Employees	CY98	43%	CY03	57%
Customer Satisfaction - Supervisors	CY98	37%	CY03	53%

NC - Fill Time

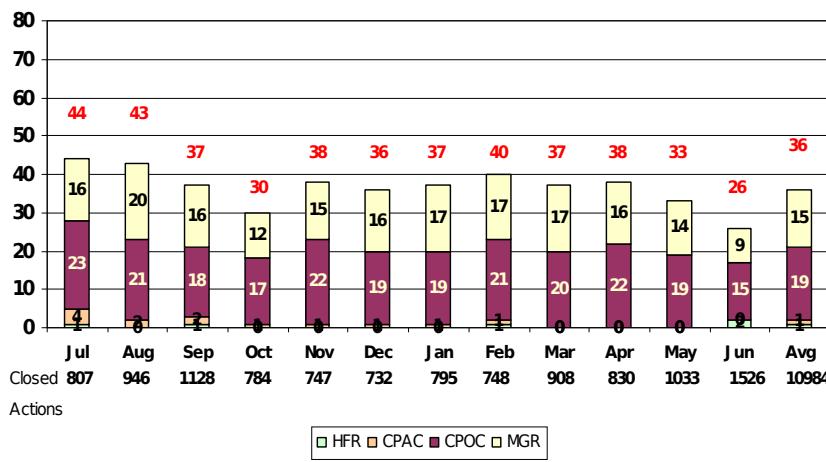
RY02 NC



RY03 NC



RY04 NC



J un-02 to J un-03

J un-03 to J un-04

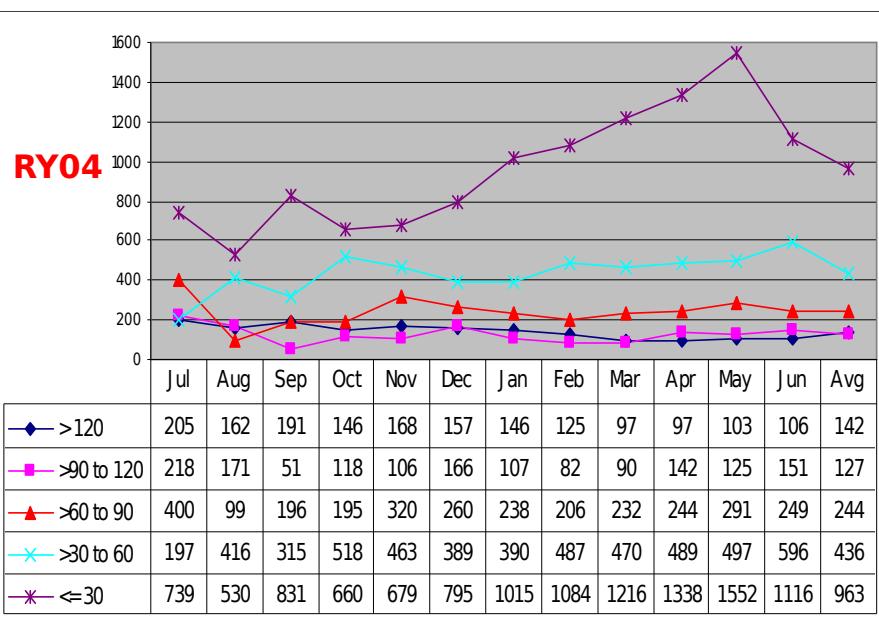
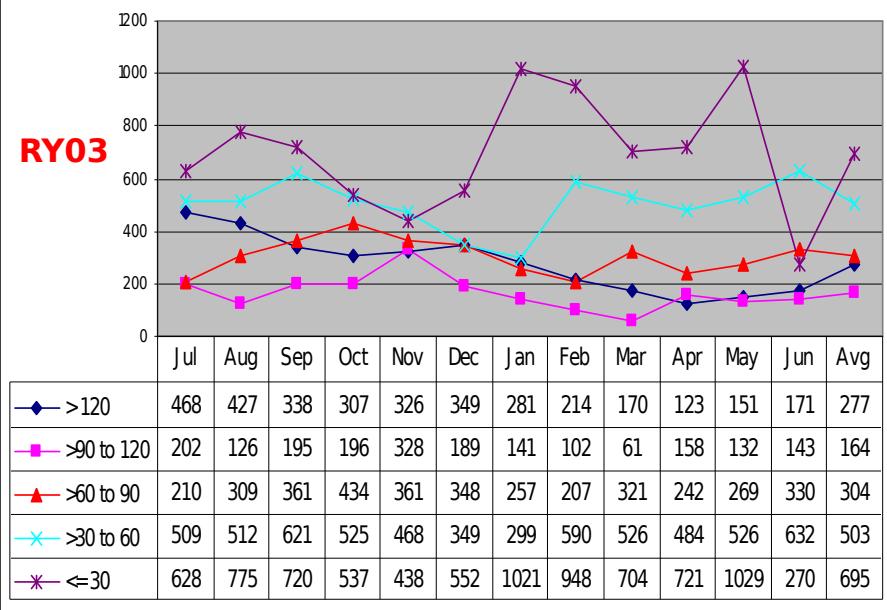
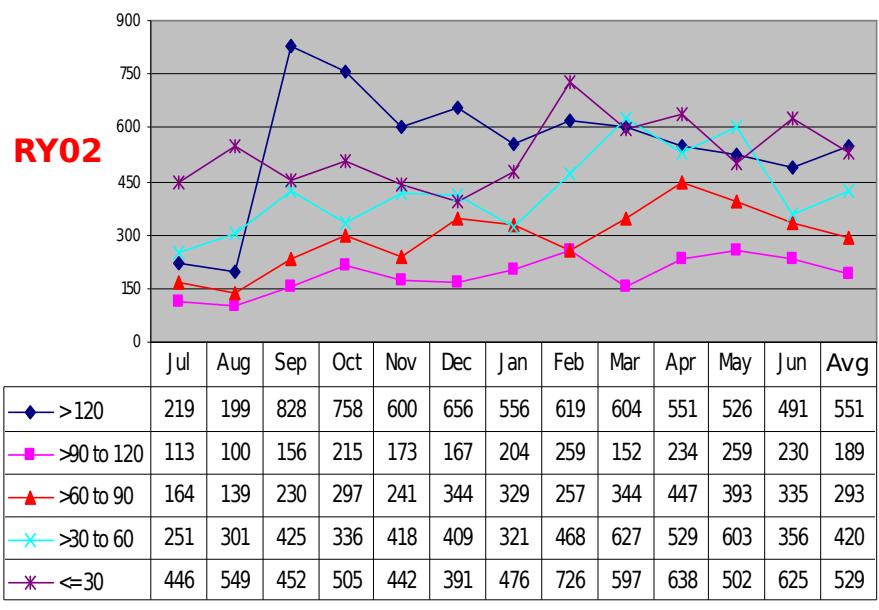
	NC	NC
	%diff	%diff
Actions	13.7%	40.6%
Fill Time	-44.6%	-16.1%
MGR	-35.3%	-18.2%
CPOC	-52.9%	-6.3%
CPAC	-40.0%	0.0%

RY02 to RY03

RY03 to RY04

	NC	NC
	%diff	%diff
Actions	11.4%	16.1%
Fill Time	-15.9%	-32.1%
MGR	-9.5%	-21.1%
CPOC	-27.0%	-29.6%
CPAC	-20.0%	-75.0%

NC - Open Actions without



Jun-02 Jun-03 Jun-04

Actions NC % NC % NC %

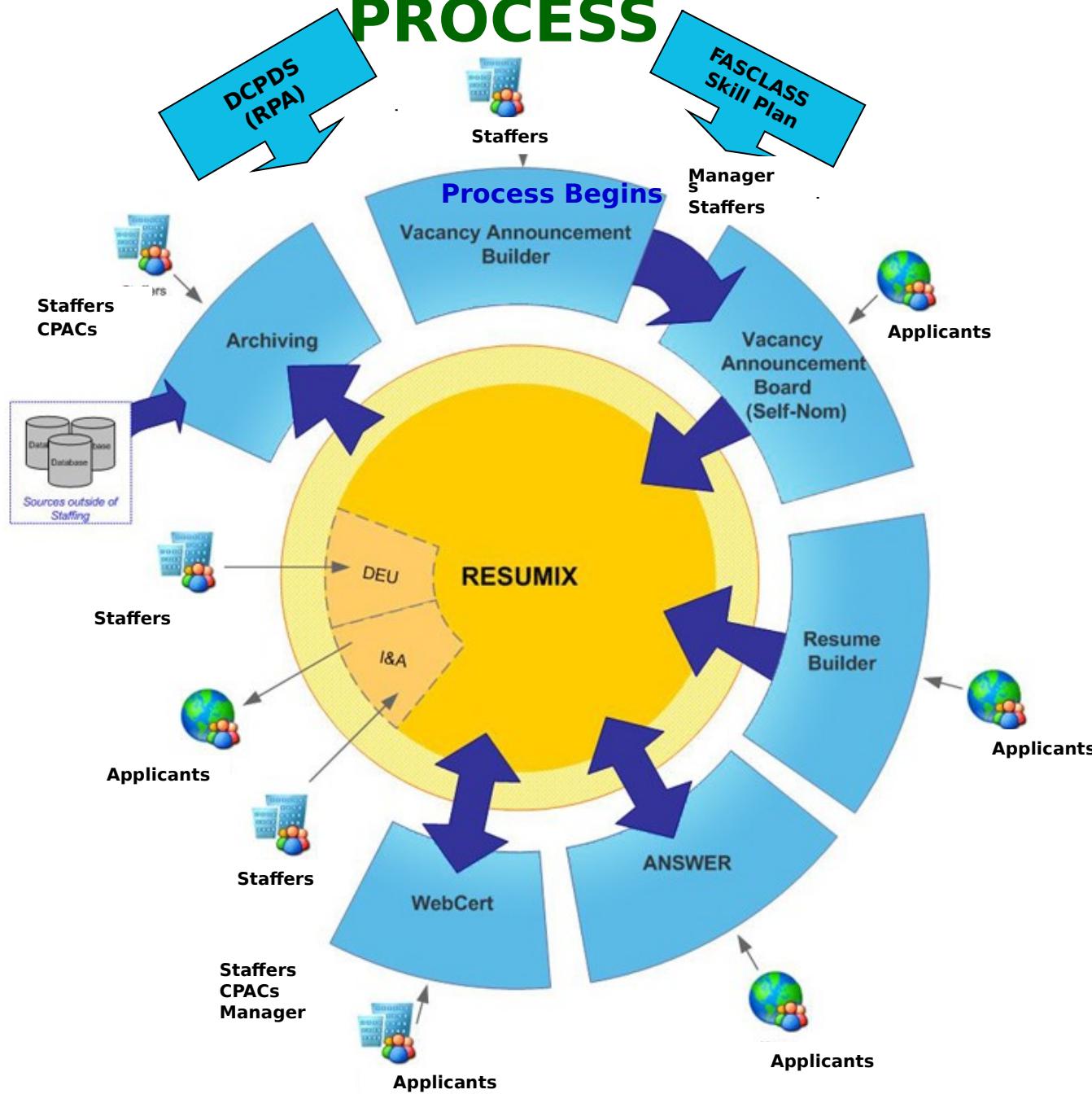
Actions	NC	%	NC	%	NC	%
Over 120	26.0		11.1		4.8	
>90 to 120	6.5		9.2		6.8	
>60 to 90	14.8		21.3		11.2	
>30 to 60	27.0		40.9		26.9	
Less 30	25.7		17.5		50.3	

RY02 RY03 RY04

Actions NC % NC % NC %

Actions	NC	%	NC	%	NC	%
Over 120	27.8		14.3		7.4	
>90 to 120	9.5		8.5		6.7	
>60 to 90	14.8		15.6		12.8	
>30 to 60	21.2		25.9		22.8	
Less 30	26.7		35.8		50.4	

RE-ENGINEERED RECRUITMENT PROCESS



STRATEGIC RECRUITMENT WEBSITE

- ❖ One source for all staffing information
- ❖ Build a comprehensive plan or use as ready reference
 - Staffing Needs Assessment
 - Accession Strategies/Plans
 - Outreach/Job Fairs
 - Recruitment Guides

RECRUITABILITY CHALLENGES

- **Severe Candidate Shortages**
- **High Density Occupations**
- **New Civilian Skills/Limited Recruitment History**
- **Federal/Non Federal Salary Competition**
- **Remote/High Cost of Living Duty Locations**

RECRUITMENT CHALLENGES

- **Severe Candidate Shortages**

Flight Instructor

Electrical Engineer

Environmental Protection Specialist

Environmental Engineer

- **High Density Occupations**

Police Officer

Supply Clerk

Training Instr

HR Specialist (Mil)

Range Operations Specialist

Operations Specs

Maintenance Worker

- **New Civilian Skills/Limited Recruitment History**

Chemical Analyst

Nuclear Analyst

Radiation Safety Specialist

General Physical Scientist

NBC Officer

Legal Instruments Examiner

- **Federal/Non Federal Salary Competition**

Legal Professionals

Police Officers

IT Professionals (lower grades)

Engineers/Scientists

RECRUITMENT CHALLENGES

Remote/High Cost of Living Duty Locations

**Washington DC
AK**

New York NY

Yuma AZ

**Kwajalein Atoll, Marshall Is.
ME**

Marquette MI

White Sands NM

Dugway UT

Ft Wainwright

Japan

Kuwait

Topsham

Las Cruces NM

Edinboro PA

Ogden UT

RECRUITMENT STRATEGY

➤ PREPOSITIONED RECRUITMENT TOOLS

- ❖ Job Descriptions
- ❖ RESUMIX Skill Sets
- ❖ Strategic Recruitment Plans
- ❖ Vacancy Announcement Templates
- ❖ Maximum Use of Hiring Flexibilities
- ❖ MACOM SME Validation
- ❖ Published Tools for CPAC & Manager Use

➤ AGGRESSIVE MARKETING STRATEGY

➤ WELL DEFINED PARTNERSHIPS

EMPHASIS AREA

- REINVIGORATE WORKFORCE DEVELOPMENT
- PREPARE FOR NSPS

REINVIGORATE WORKFORCE DEVELOPMENT

- ❖ Determine baseline program
 - Identify common characteristics of a good program
 - Offer common training across activities / regions
 - Integrated AF and NAF Training Program
- ❖ Leverage economies of scale
- ❖ Develop repositories of knowledge and experience
- ❖ Capture needs uniformly and at one time with one tool
- ❖ Evaluate our program and classes and adjust accordingly
- ❖ Develop a training program that is adaptable and flexible
- ❖ Fund Corporate Classrooms

CORPORATE CLASSROOMS

- ❖ Near term plan for 12 new classrooms
- ❖ Would extend capability to include
 - 4 classrooms at CHRA
 - 19 at installations (includes 7 at CPOCs)
- ❖ Standard Classroom Components
 - Student/Instructor PC/Monitors (17)
 - Computer Workstations/Chairs (17)
 - LCD Projector/Screen
 - Other classroom furnishings
 - VTC capability in every classroom

CORPORATE CLASSROOMS

cont'd

- ❖ New classrooms where they will do the most good
 - Place strategically - available to multiple customers
 - Large concentration of HR professionals
 - Suitable room available - customer support evident
 - Save TDY
 - Upgrade/add classrooms based on demand and need
- ❖ Support new and existing initiatives
 - Regional Training
 - HR for New Supervisors
 - NSPS Preparation
 - HR training
 - Ramp up corporate training capability (Instructional Methods)
 - Develop NAF LMER Workshop and HR for MWR Supervisors

HR FOR NEW SUPERVISORS

- ❖ Developed by CHRA in FY 03
- ❖ Purpose: Train new civilian and military supervisors in CHR legal and regulatory requirements, HR processes and tools and supervisory responsibilities
- ❖ 400 trained by CHRA in FY 03; 17 resident and onsite courses

HR FOR NEW SUPERVISORS

cont'd

- ❖ Course delivery - Regions
- ❖ CPACs host at least one session of HRFNS during FY 04 - continue to offer as needed
- ❖ CHRA - develop/update/maintain training materials
- ❖ Course materials on CHRA website
- ❖ Regional Directors provide oversight and support
- ❖ Instructional training available through CHRA

HR FOR NEW SUPERVISORS (FY04)

- West - 1 Class, COE, SPD 12 students
- SC - 1 Class, Ft Gordon, 22 students
- NC - 1 Class, Rock Island, 10 students
- SW - 1 Class, Ft Riley, 21 students
- NE - 1 Class, Ft Monmouth, 20 students
- CPACs planning one course each for this FY

POSITIVE FEEDBACK FROM STUDENTS

PREPARATION FOR NSPS

- ❖ Preparations already started
- ❖ FY04 – 3 Instructional Methods classes scheduled for Jul-Aug to train NSPS CPAC & CPOC trainers (52 students)
- ❖ Participating in Change Management Working Group Meetings
- ❖ FY05 – 3 additional IM classes PLUS
 - Change Management/soft skill development/delivery
 - 15 Army trainers to attend one-week NSPS Train-the-Trainer (TTT) for pilot group
 - IT Training & TDY for 8 Regional & 2 CHRA staff

TMD TRAINING TRENDS

	FY00	FY01	FY02	FY03	FY04
STD COURSES	50	57	59	53	139
STUDENTS	1224	1199	1201	1309	2638
VIT MODULES	0	0	0	8	51
VIT STUDENTS	0	0	0	922	1872
TOTAL SESSIONS	50	57	59	61	190
TOTAL STUDENTS	1224	1199	1201	2231	4510

EMPHASIS AREA

- CONTINUE IMPROVING PAY MANAGEMENT

Pay Improvement

- ❖ Pay problems were reported in various ways (e-mail, phone call, etc)
- ❖ No tracking available for causes or resolutions
- ❖ No plan on how to perform trend analysis to reduce pay problems

Pay Problem Workgroup

- ❖ Established in May 2002 with CPAC and CPOC members
- ❖ Teleconference every two weeks
- ❖ Charter includes
 - Identification of Pay issues that cause pay problems
 - Discussion of methods to avoid pay problems
 - Establishment and monitoring of the Pay Problem Reporting Tool

Pay Problem Workgroup cont'd

❖ Sample Accomplishments

- Development of Guides to avoid pay problems
- Modified PAL for easier use
- Identified ART QC tickets that impact pay
- Identified issues requiring policy or clarifying guidance (e.g. Part-time indicator, Change in Work Schedule)
- Recommend changes to new Job Aids (Within -Grade Guidance)
- Minutes to all CPACs and CPOCs to inform them of pay issues

Guides to Avoid Pay Problems

- ❖ Automated Guides with links on Job Aids page
 - CPOC Processing Guide
 - CPOC Routine QC Checklist
 - CPOC Supervisor Monitoring Guide
 - CPOC Team Leader Monitoring Guide
- ❖ Guides are updated as new issues are identified

ART QC Pay Issues

- ❖ 19 QC Pay issue open tickets comparison (comparing the same ticket types that existed in Jan)
 - 3720 as of 4 Jan 2004
 - 1274 as of 4 Aug 2004
- ❖ 66% fewer open tickets
- ❖ Suspense Tickets for Pay Issues
 - LWOP Expires, Expiration of Appt, Temp Promotion Expires
- ❖ Expanded explanations for tickets

ART Pay Reject Tool

- ❖ Consolidates all pay rejects in one database
- ❖ ART Pay Reject open tickets comparison
 - 5251 as of 4 Jan 2004
 - 1497 as of 4 Aug 2004
- ❖ 72% fewer open rejects
- ❖ Army One Portal version will also filter on Pay Reject Reason for trend analysis

RECONalysis

- ❖ Automated process to compare personnel and pay data
- ❖ Comparison of one reconciliation cycle in CONUS
 - 2003 12,572 employee records with problems
 - 2004 7,619 employee records with problems
- ❖ 40% fewer employee records impacted
- ❖ Identifies repeat mismatches and performs more trend analysis

Pay Problem Reporting Tool

- ❖ Comparison of open tickets
 - 472 as of 24 Jan 04
 - 313 as of 4 Aug 04
- ❖ 34% fewer open tickets
- ❖ Average time for resolution 15.14 days (including DFAS time)

Future Plans

- ❖ Army One Portal

- Reports for pay rejects
- Reports for pay problems

- ❖ Trend analysis

- Debts
- Special Payments
- DeFacto Payments
- Reconalysis

- ❖ Distribution of Guides to Avoid Pay Problems

CHR-ABC Reports

Cost Accounting Summary Report

From: 7/12/04 Thru 7/23/04

Region	Count of Employee Entering Activities	% Entering Activities	Count of Employees Not Entering Activities	% Not Entering Activities	Total
NE	498	100.00 %			498
SW	498	99.80 %	1	0.20 %	499
NC	441	98.88 %	5	1.12 %	446
SC	470	98.74 %	6	1.26 %	476
WE	397	98.27 %	7	1.73 %	404
KR	45	97.83 %	1	2.17 %	46
EU	196	97.51 %	5	2.49 %	201
PC	88	95.65 %	4	4.35 %	92
Army-Wide:	2,633	98.91 %	29	1.09 %	2,662

98.91%

CHR-ABC Reports for NC

Series with Most Fills

Closed Actions For 3rd Qtr FY04

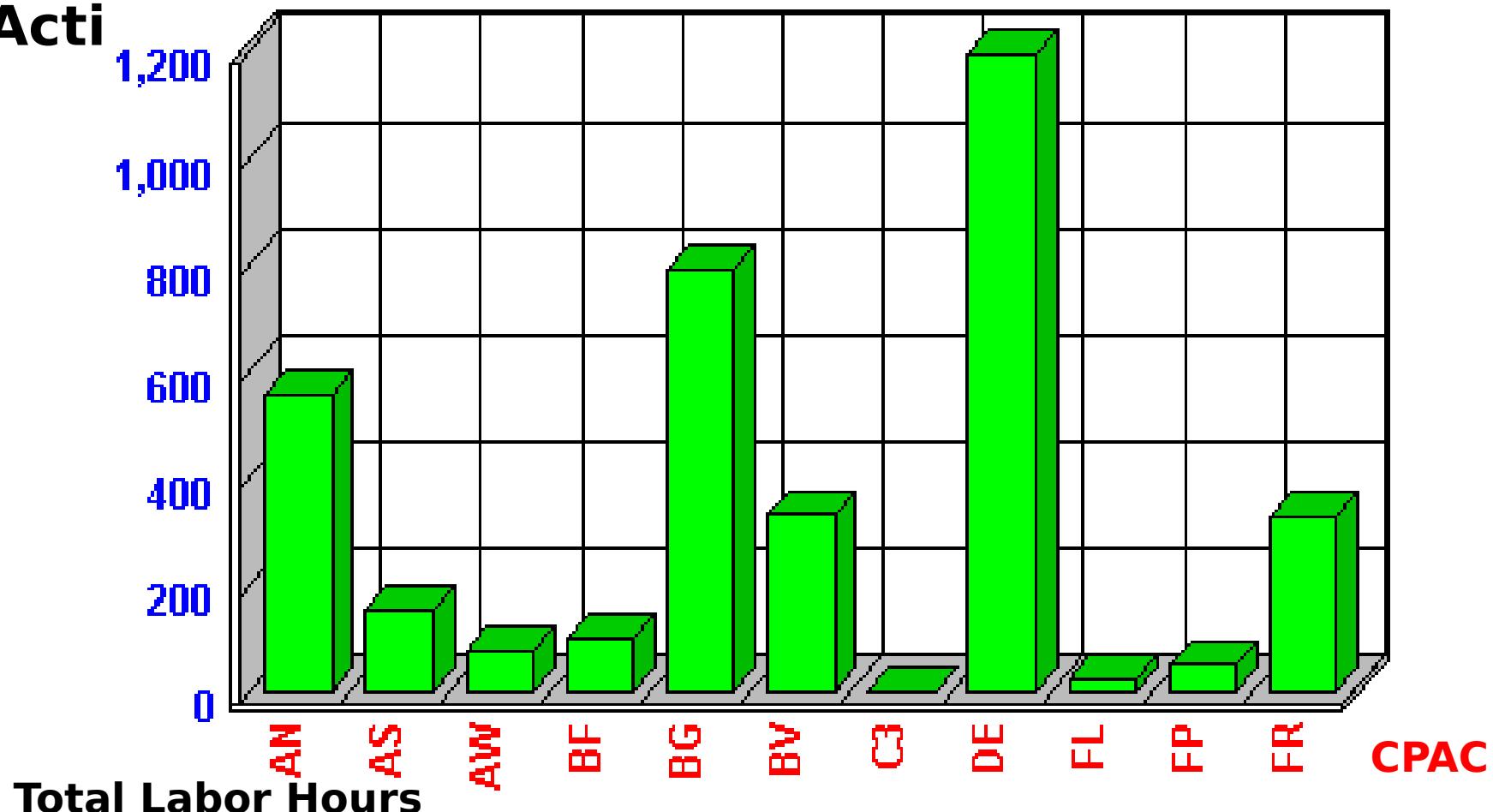
Occ Code Description	Occ Code	Total Labor Cost	Total Labor Hours	Average Labor Hours of RPA	Average Labor Cost of RPA	RPA Count
MISC CLERICAL & ASSISTANT	0303	\$34,998.99	1,463.45	3.52	\$84.13	416
MISC ADMIN & PROG	0301	\$33,384.72	1,216.27	6.17	\$169.47	197
LOGISTICS MANAGEMENT	0346	\$18,108.35	643.80	5.32	\$149.66	121
HEAVY MOBILE EQUIPMENT MECH	5803	\$8,296.09	306.72	3.16	\$85.53	97
MANAGEMENT ANALYSIS	0343	\$13,455.64	525.10	6.33	\$162.12	83
INFORMATION TECHNOLOGY MANAGER	2210	\$13,474.94	497.55	6.22	\$168.44	80
ENGINEERING TECH	0802	\$2,568.29	110.35	1.40	\$32.51	79
POLICE	0083	\$7,594.16	319.07	4.83	\$115.06	66
CONTRACTING	1102	\$4,771.68	181.50	2.79	\$73.41	65
OFFICE AUTOMATION CLERK/ASSIST	0326	\$2,892.75	122.28	2.11	\$49.88	58

Mgt Emp & Lab Relations

Actions For 3rd Qtr FY04

Activity

- Admin Perform Mgt - Advice Assistance
- Advice Assist & Coordinate Disciplinary-Adverse Actions



CHR-ABC Reports for NC

Most Time Consuming Fills by Series

Occ Code Description	Occ Code	Total Labor Cost	Total Labor Hours	Average Labor Hours of RPA	Average Labor Cost of RPA	RPA Count
VISUAL INFORMATION	1084	\$1,527.74	63.42	31.71	\$763.87	2
COOKING	7404	\$1,177.16	45.83	22.92	\$588.58	2
PAYROLL	0544	\$947.45	43.58	21.79	\$473.73	2
HEALTH AID AND TECHNICIAN	0640	\$1,867.98	87.80	17.56	\$373.60	5
BOILER PLANT OPERATING	5402	\$908.82	33.83	16.92	\$454.41	2
FOOD SERVICE WORKING	7408	\$3,734.87	138.97	15.44	\$414.99	9
COMP INSP & SUPPORT	1802	\$1,766.14	70.00	14.00	\$353.23	5
GEN INSP INVES	1801	\$666.77	25.82	12.91	\$333.38	2
MOTOR VEHICLE OPERATING	5703	\$1,111.07	51.00	12.75	\$277.77	4
HEALTH SYSTEMS SPECIALIST	0671	\$1,208.24	50.08	12.52	\$302.06	4

(# of RPAs = greater than 2)

CHR-ABC Reports for NC

Least Time Consuming Fills by Series

Occ Code Description	Occ Code	Total Labor Cost	Total Labor Hours	Average Labor Hours of RPA	Average Labor Cost of RPA	RPA Count
EQUIP MGMT STUDENT TRAINEE	1699	\$29.15	1.48	0.49	\$9.72	3
ENGR + ARCH STUDENT TRAINEE	0899	\$248.54	12.05	0.48	\$9.94	25
SUPPLY STUDENT TRAINEE	2099	\$88.69	4.27	0.43	\$8.87	10
MATH & STATS STUDENT TRAINEE	1599	\$25.77	1.35	0.34	\$6.44	4
ELECTRICIAN (HIGH VOLTAGE)	2810	\$17.27	0.67	0.33	\$8.64	2
AMMUN EXPLOSIVE TOXIC MAT WORK	6501	\$25.27	1.25	0.31	\$6.32	4
MISC MACHINE TOOL WORK	3401	\$30.98	1.25	0.31	\$7.75	4
DISPATCHING	2151	\$23.76	0.92	0.31	\$7.92	3
INFO AND ARTS STUDENT TRAINEE	1099	\$9.55	0.50	0.25	\$4.77	2
MISC METAL WORK	3801	\$8.23	0.33	0.17	\$4.11	2

(# of RPAs = greater than 2)

CHR-ABC Reports for NC

High Activities

North Central Top 10		
Keyactcode Desc	Total Labor Hours	Total Labor Cost
Process Personnel Actions - Process 52(RPA)	12,592.00	\$288,150.48
General Administration Non Specific - CPOC	9,959.82	\$290,202.89
Administer Recruitment Program - Conduct Rating and Rank	8,822.90	\$230,292.95
Manage Staffing and Services - Control Quality	8,612.52	\$237,104.03
Provide Advice and Assistance - Interface with Customers	5,723.58	\$155,520.51
Request maintain mail OPFs - EPFs - MedicalFiles - etc	4,875.27	\$85,684.15
Administer Recruitment Program - Prepare Vacancy Ancmts	3,850.77	\$91,998.09
Supervision (Non Specific) - CPOC	3,292.50	\$156,231.88
Manage Staff and Svcs - Perform Conduct Spec Assignmts P	2,372.12	\$62,485.39
Control Quality of Work	2,120.38	\$41,429.85

Actions For 3rd Qtr FY04

CHR-ABC Reports for NC

High Activities

North Central Region Top 10 - CPAC

Keyactcode Desc	Total Labor Hours	Total Labor Cost
Provide Advice and Assistance -Interface with Customers	14,236.78	\$496,237.38
Admin Recruit Program - Commit and Execute Selection	7,223.62	\$191,943.03
General Administration Non Specific - CPOC	6,722.43	\$228,957.19
Advise Assist and Coordinate Disciplinary- Adverse Actions	3,180.18	\$123,985.13
Advise and Assist	2,512.68	\$88,032.47
Reshape Workforce - Conduct Reduction in Force	2,457.43	\$106,033.32
General Office Clerical Support Work	2,094.78	\$42,838.89
Manage Staff and Svcs - Perform Conduct Spec Assignmts P	1,878.93	\$66,390.60
Retirement - Advise and Assist	1,630.85	\$49,744.58
Counsel Employees and Supervisors	1,511.70	\$59,564.68

Actions For 3rd Qtr FY04

CHR-ABC Reports for NC

All NC Actions For 3rd Qtr

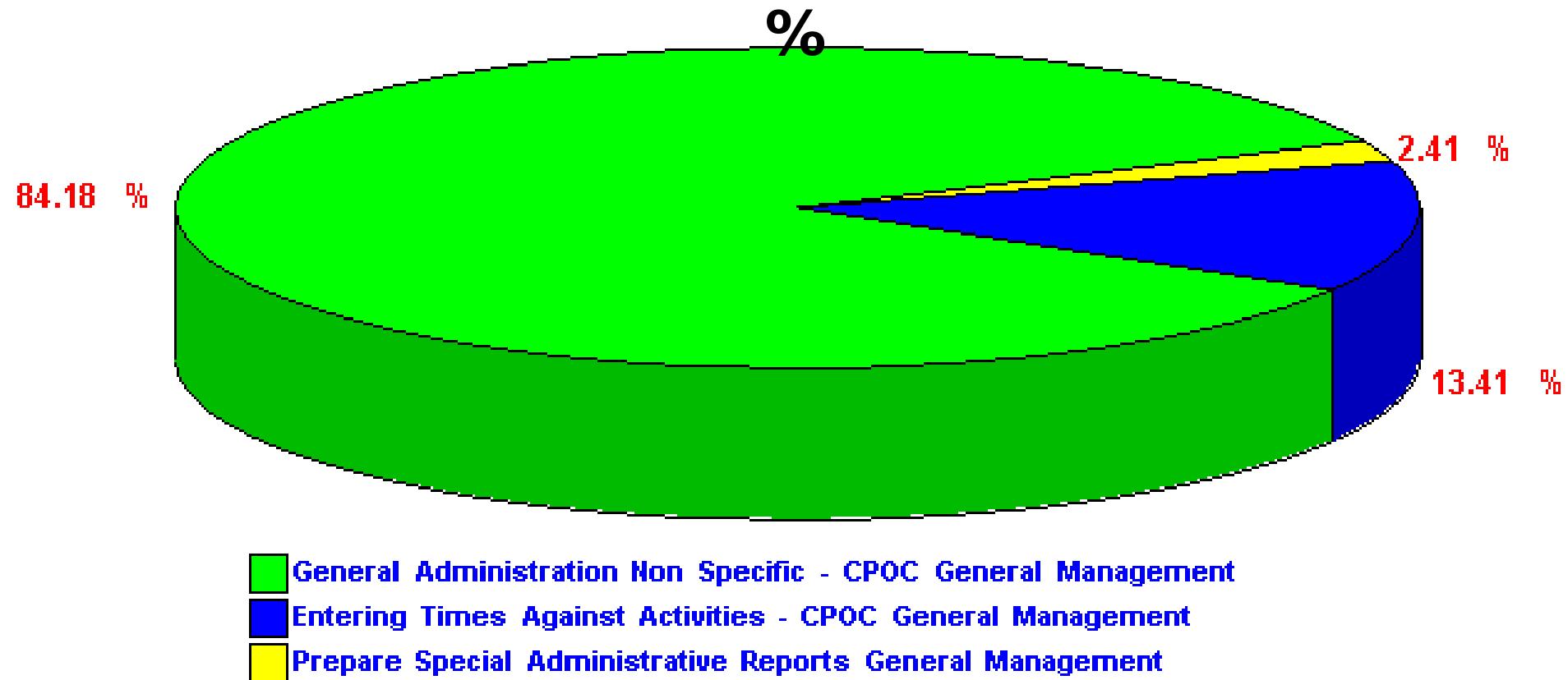
Function Desc	FY-04	Total Hrs	%
Staffing		55,555.65	42.16 %
Leave		19,063.50	14.47 %
General Management		12,051.18	9.15 %
Classification		11,267.32	8.55 %
Conduct Info Services Operations		6,338.55	4.81 %
Operate the OPF Room		5,055.35	3.84 %
Benefits and Entitlements		4,487.33	3.41 %
Supervisory Responsibilities		4,117.13	3.12 %
Participate in Employee Development		3,693.98	2.80 %
Human Resources Development		2,578.75	1.96 %
Secretarial and or Clerical Work		1,861.07	1.41 %
Employee Meetings		1,412.85	1.07 %
Management Support Activities (General)		1,389.02	1.05 %
Management Employee and Labor Relations		1,209.47	0.92 %
Travel - PCS TDY		935.13	0.71 %
Budget Administration		612.85	0.47 %
Participate in Community Activities		83.58	0.06 %
Miscellaneous Costs		46.03	0.03 %

General Management Function NC

CPOCs

Actions For 3rd Qtr FY04

12,051.18 Total Hrs = 9.15

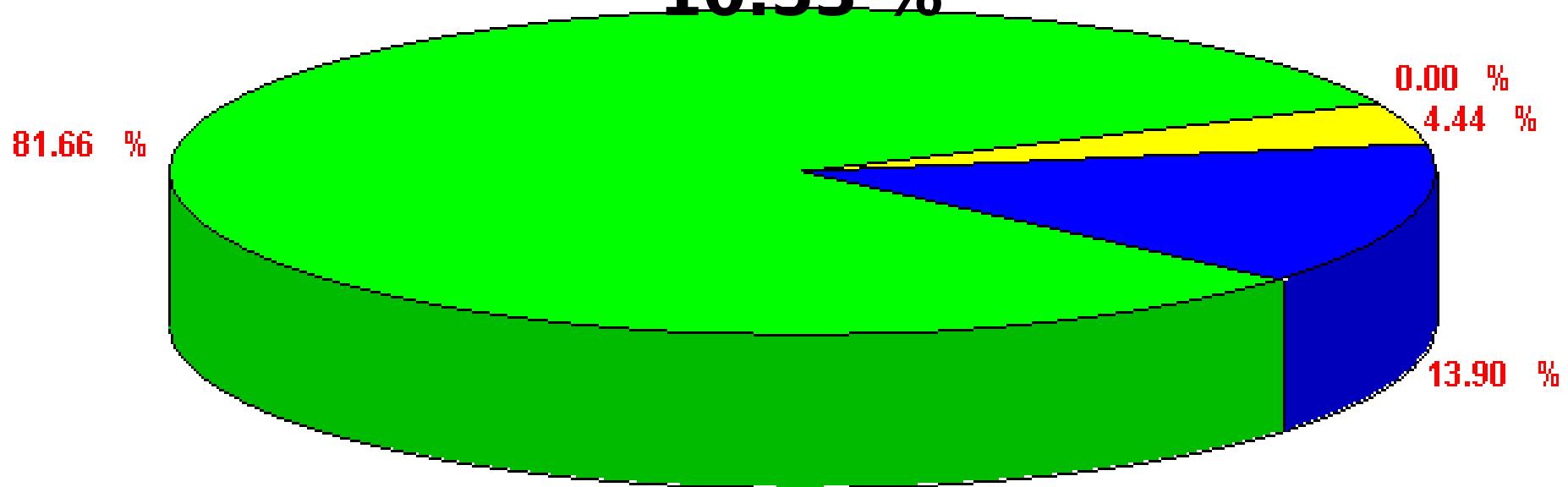


General Management Function - NC

CPACs

Actions For 3rd Qtr FY04

57,413.92 Total Hrs =
10.53 %



- General Administration Non Specific - CPOC General Management
- Entering Times Against Activities - CPOC General Management
- Prepare Special Administrative Reports General Management
- Entering Times Against Activities - CPAC General Management

